

International Missions: What Role for Ombuds Institutions?

8 International Conference of Ombuds Institutions For the Armed Forces ICOAF

Amsterdam, the Netherlands
2-5 October 2016

Co-hosted by:



Inspecteur Generaal
der Krijgsmacht



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ORGANISATION
INTERNATIONALE DE
la francophonie

PROGRAMME OVERVIEW

TIME	SUNDAY, 2 OCTOBER 2016
All day 18:30 – 21:00	Arrival of participants Aperitif and Welcome Dinner
MONDAY, 3 OCTOBER 2016	
09:00 – 09:30	CONFERENCE OPENING
09:30 – 09:45	Group photo
09:45 – 10:00	Coffee break and media opportunities
10:00 – 10:30	KEYNOTE ADDRESS
10:30 – 12:00	SESSION 1: INTERNATIONAL MISSIONS AND OMBUDS INSTITUTIONS
12:00 – 13:00	Lunch
13:00 – 14:30	SESSION 2: OMBUDS INSTITUTIONS' EXPERIENCES WITH INTERNATIONAL MISSIONS
14:30 – 15:00	Coffee break
15:00 – 16:30	SESSION 3: INTERNATIONAL MISSIONS AND OTHER ACTORS
16:30 – 17:00	Break (participants can get ready for tour)
17:00 – 18:00	Reception at Amsterdam Mayor's Office
18:00 – 22:00	Dinner and Canal Tour
TUESDAY, 4 OCTOBER 2016	
09:00 – 10:00	KEYNOTE ADDRESS
10:00 – 10:30	Coffee break
10:30 – 12:00	SESSION 4: VETERANS
12:00 – 13:00	Lunch
13:00 – 14:30	SESSION 5: COOPERATION WITH OTHER OMBUDS INSTITUTIONS: MALI CASE STUDY
14:30 – 15:00	Break (participants can get ready for trip to Zwaluwenberg)
15:00 – 15:45	Travel to Zwaluwenberg
15:45 – 18:00	Visit to Zwaluwenberg
18:00 – 20:00	Dinner
20:00 – 20:45	Return to Amsterdam
WEDNESDAY, 5 OCTOBER 2016	
09:00 – 10:00	KEYNOTE ADDRESS
10:00 – 11:30	SESSION 6: OVERCOMING CHALLENGES, LESSONS LEARNED AND THE WAY AHEAD
11:30 – 11:45	Coffee break
11:45 – 12:00	ANNOUNCEMENT OF THE 9TH ICOAF in the United Kingdom, October 2017
12:00 – 12:15	PUBLICATIONS LAUNCH
12:15 – 12:45	CONCLUSIONS, ADOPTION OF THE CONFERENCE STATEMENT AND CLOSING REMARKS
12:45 – 13:45	Lunch
Afternoon	DEPARTURE OF PARTICIPANTS

Introduction

International missions have become increasingly common and extended in time and scope. Currently, there are 16 ongoing United Nations peacekeeping operations, along with numerous regional missions led by the African Union, the European Union, and NATO, among others, in which hundreds of thousands of personnel are currently serving. During these international missions, armed forces personnel are isolated from their traditional support networks. It is more important now than ever that the human rights of armed forces personnel involved as well as of civilians affected by the armed forces are protected. In this context, ombuds institutions for the armed forces (both internal and external complaints mechanisms) need to be ready to quickly and easily respond to complaints and concerns relating to armed forces personnel while they are stationed abroad. Ombuds institutions should also be prepared to intervene to ensure that personnel are adequately equipped and prepared to deal with the unique challenges faced during deployment and before they depart.

International missions have become increasingly multi-national in their command structure. As a result, personnel may find themselves subjected to different and perhaps contradictory procedures for redress. Therefore, greater cooperation is needed between ombuds institutions for the armed forces cooperating in multi-national missions.

Another consequence of the rise in international missions is the rise in the number of veterans. All too often, adequate support is not available to armed forces personnel after returning from these international missions. Ombuds institutions for the armed forces need to ensure that all personnel receive sufficient support, even after they have left the armed forces.

Methodology and Outcomes

Initial research suggests that many ombuds institutions do not have experience in receiving complaints from or about personnel participating in international missions, nor in visiting troops deployed abroad. This conference will seek to explore the reasons for this, and how ombuds institutions can enhance their roles in protecting human rights and preventing maladministration in international missions.

In this context, the conference will be relevant because it will serve as an exchange of:

- Information and best practices with regards to the current state of international missions and future developments;
- Best practices and experiences on how ombuds institutions can contribute to the protection and prevention of human rights during international missions;
- Practical knowledge and policies about experiences on to improve cooperation between armed forces and ombuds institutions engaged in international missions; and
- Practical knowledge and policy relevant experiences into ensuring the provision of care to veterans of international missions.

This conference hopes to draw upon lessons learned from previous ICOAFs and continue fostering a dynamic and participatory environment conducive to generating insight into these topics. The structure of the sessions will range from panels, moderated discussions and breakout groups. Participants possess vast experiences in handling and responding to complaints, and participants are expected and encouraged to share their experiences – both positive practices and gaps in capacity – to draw out good practices and areas of need that may prove to be informative to their peers.

MONDAY, 3 OCTOBER

09:00-09:30

CONFERENCE OPENING

SPEAKER 1: JEANINE HENNIS-PLOSSCHAERT, MINISTER OF DEFENCE OF THE NETHERLANDS

SPEAKER 2: REINIER VAN ZUTPHEN, NATIONAL OMBUDSMAN OF THE NETHERLANDS

SPEAKER 3: THOMAS GUERBER, DIRECTOR, DCAF

SPEAKERS TO BE INTRODUCED BY BART HOITINK, INSPECTOR GENERAL OF THE ROYAL NETHERLANDS ARMED FORCES

MONDAY, 3 OCTOBER

10:00-10:30

KEYNOTE ADDRESS

CHAIR: BART HOITINK, INSPECTOR GENERAL OF THE ROYAL NETHERLANDS ARMED FORCES

SPEAKER 1: GENERAL TOM MIDDENDORP, CHIEF OF DEFENCE, ARMED FORCES OF THE NETHERLANDS

SPEAKER 2: JOHNSTON BARKAT, ASSISTANT SECRETARY-GENERAL, UNITED NATIONS OMBUDSMAN AND MEDIATION SERVICES

MONDAY, 3 OCTOBER

10:30-12:00

SESSION 1: INTERNATIONAL MISSIONS AND OMBUDS INSTITUTIONS

ROUNDTABLE DISCUSSION

This session will be a roundtable discussion that will examine the value of international missions, introduce specific challenges unique to these types of missions and explore their future. It will also explore the role that ombuds institutions can play in mitigating the challenges, and how they can adapt to meet the changing needs of armed forces.

CHAIR: HANS BORN, DCAF

SPEAKER 1: REINIER VAN ZUTPHEN, NATIONAL OMBUDSMAN OF THE NETHERLANDS

SPEAKER 2: NICOLA WILLIAMS, SERVICE COMPLAINTS OMBUDSMAN, UNITED KINGDOM

SPEAKER 3: TEMBA MATANZIMA, MILITARY OMBUD, SOUTH AFRICA

SPEAKER 4: MAMADOU CHERIF THIAM, CHARGE DE MISSION, MEDIATOR OF THE REPUBLIC OF SENEGAL

QUESTIONS FOR DISCUSSION:

- WHAT ARE THE MOST PRESSING CHALLENGES IN INTERNATIONAL MISSIONS AND HOW CAN OMBUDS INSTITUTIONS MITIGATE THESE CHALLENGES?
- WHAT IS THE FUTURE OF INTERNATIONAL MISSIONS, AND HOW CAN OMBUDS INSTITUTIONS PREPARE AND ADAPT TO THESE FUTURE NEEDS?
- WHICH ARE CURRENT GOOD PRACTICES RELATED TO YOUR ROLE AS OMBUDS INSTITUTION IN INTERNATIONAL MISSIONS?
- HOW DO YOU DEFINE YOUR IDEAL ROLE AS OMBUDS INSTITUTION IN INTERNATIONAL MISSIONS, IN TERMS OF APPROACH AND SCOPE?

SESSION 2: OMBUDS INSTITUTIONS EXPERIENCES WITH INTERNATIONAL MISSIONS**BREAKOUT GROUPS**

While international missions are becoming increasingly prevalent, they are not a new phenomenon. The first UN peacekeeping mission took place in 1948, and international missions have taken place long before that. Likewise, ombuds institutions, in many countries, are not a new phenomenon either. Therefore, ombuds institutions have invariably developed considerable experience in how they can best serve those they are mandated to protect. These breakout groups will build upon the morning's discussions, and will highlight methods that ombuds institutions have established to best reach out to personnel participating in international missions, lessons they have learned and issues that continue to challenge them.

Breakout groups will be formed on the basis of type of ombuds institution (general ombuds institution, defence ombuds institution, internal ombuds institution).

CHAIR: WILLIAM McDERMOTT, DCAF

BREAKOUT GROUP 1: OMBUDS INSTITUTION WITH EXCLUSIVE JURISDICTION

BREAKOUT GROUP 2: OMBUDS INSTITUTION WITHIN THE ARMED FORCES

BREAKOUT GROUP 3: GENERAL OMBUDS INSTITUTION 1

BREAKOUT GROUP 4: GENERAL OMBUDS INSTITUTION 2

BREAKOUT GROUP 5: GENERAL OMBUDS INSTITUTION 3

QUESTIONS FOR DISCUSSION:

- HOW DO YOU SEE THE IDEAL ROLE OF OMBUDS INSTITUTION IN INTERNATIONAL MISSIONS?
- HOW DO OTHER STAKEHOLDERS (PARLIAMENT, MINISTER OF DEFENCE, CHIEF OF THE ARMED FORCES, COMMANDER OF INTERNATIONAL MISSION, CIVIL SOCIETY ORGANISATIONS) PERCEIVE YOUR ROLE AS OMBUDS INSTITUTION IN INTERNATIONAL MISSIONS?
- WHICH TYPE OF ACTIVITIES DO YOU EMPLOY TO ENGAGE WITH INTERNATIONAL MISSIONS?
- WHICH OBSTACLES (LEGAL, POLITICAL, FINANCIAL, STAFF, ETC) ARE FACED BY YOUR OFFICE WHEN DEALING WITH INTERNATIONAL MISSIONS?
- WHICH (FIVE) RECOMMENDATIONS WOULD YOU LIKE TO SHARE WITH OTHERS IN ORDER TO STRENGTHEN THE ROLE OF OMBUDS INSTITUTION IN INTERNATIONAL MISSIONS?

SESSION 3: INTERNATIONAL MISSIONS AND OTHER ACTORS

ROUNDTABLE DISCUSSION

International missions consist of much more than just the armed forces. The hosting nation's government authorities at national and local levels, armed forces and national civil society organizations also play a vital role in the mission, as well as international groups, such as international organizations, humanitarian organisations and other non-governmental organizations. This session will be a roundtable discussion that will explore the desirability, methodology and challenges of ombuds institutions' engagement and cooperation with these other actors present in international missions, and how this cooperation can facilitate the work for all parties.

CHAIR: SASA JANKOVIC, PROTECTOR OF CITIZENS, REPUBLIC OF SERBIA

SPEAKER 1: DORLIES SANFTENBERG, OMBUDSMAN, CENTRE FOR INTERNATIONAL PEACE OPERATIONS

SPEAKER 2: HELMUT BUSS, OMBUDSMAN, INTERNATIONAL COMMITTEE OF THE RED CROSS

SPEAKER 3: EMMANUEL JACOB, PRESIDENT, EUROMIL

SPEAKER 4: ALEX LODEN, HUMAN RIGHTS OFFICER, UNITED NATIONS OFFICE OF THE HIGH COMMISSIONER FOR HUMAN RIGHTS

QUESTIONS FOR DISCUSSION:

- WHAT ARE COMMON AND DIFFERING CHALLENGES FACED BY OMBUDS INSTITUTIONS FOR THE ARMED FORCES AND FOR INTERNATIONAL ORGANISATIONS/HUMANITARIAN ORGANISATIONS DEALING WITH INTERNATIONAL MISSIONS?
- CAN 'OTHER ACTORS' ASSIST THE WORK OF OMBUDS INSTITUTIONS IN INTERNATIONAL MISSIONS?
- IS THERE A NEED FOR CLOSER COOPERATION BETWEEN THE ARMED FORCES AND OTHER ACTORS ENGAGED IN INTERNATIONAL MISSIONS? WHICH AREAS?
- WHAT SHOULD BE THE ROLE OF OMBUDS INSTITUTIONS OF INTERNATIONAL ORGANISATIONS (E.G. UN, EU, ICRC) IN INTERNATIONAL MISSIONS?

KEYNOTE ADDRESS

CHAIR: REINIER VAN ZUTPHEN, NATIONAL OMBUDSMAN OF THE NETHERLANDS

SPEAKER 1: BJØRN GAHRE, DIRECTOR, OMBUDSMAN FOR THE NORWEGIAN ARMED FORCES

SPEAKER 2: ANGELIEN EIJSINK, CHAIR OF THE COMMITTEE ON FOREIGN AFFAIRS, PARLIAMENT OF THE NETHERLANDS

SESSION 4: VETERANS**BREAKOUT GROUPS**

A direct consequence of the increase in prevalence of international missions is that there is an increase in the number of veterans. All too often, adequate support is not available to armed forces personnel after returning from international missions. Ombuds institutions for the armed forces need to ensure that all personnel receive sufficient support, including while they are still serving but no longer deployed as well as long after they have left the armed forces. This session will examine the issues pertaining to veterans and the role ombuds institutions can play in ensuring that they receive adequate support and care.

CHAIR: HANS BORN, DCAF

BREAKOUT GROUPS TOPICS

BREAKOUT GROUP 1: REINTEGRATION OF VETERANS

BREAKOUT GROUP 2: PROVIDING HEALTH CARE TO VETERANS

BREAKOUT GROUP 3: IMPROVING THE SOCIETAL IMAGE OF VETERANS

BREAKOUT GROUP 4: COMPENSATION SCHEMES

BREAKOUT GROUP 5: "VETERANS STILL IN SERVICE"

QUESTIONS FOR BREAKOUT GROUP 1: REINTEGRATION OF VETERANS

- DOES YOUR OFFICE HAVE A SPECIAL APPROACH REGARDING THE REINTEGRATION OF VETERANS?
- DOES YOUR OFFICE RECEIVE COMPLAINTS OF VETERANS RELATED TO VETERANS' DIFFICULTIES TO READJUST TO SOCIAL AND WORK LIFE?
- DOES YOUR OFFICE PROVIDE ASSISTANCE TO VETERANS BEYOND RESPONDING TO COMPLAINTS?
- ARE SERVICES AVAILABLE TO SUPPORT VETERANS ONCE THEY LEAVE THE ARMED FORCES?
- WHICH THREE RECOMMENDATIONS WOULD YOU LIKE TO SHARE WITH OTHERS IN ORDER TO STRENGTHEN THE REINTEGRATION OF VETERANS?

QUESTIONS FOR BREAKOUT GROUP 2: PROVIDING HEALTH CARE TO VETERANS

- DOES YOUR OFFICE RECEIVE COMPLAINTS FROM VETERANS?
- HAS THE ISSUE OF HEALTH CARE BEEN RAISED VIA COMPLAINTS?
- IF NOT, DOES THIS DEMONSTRATE IT IS NOT A PROBLEM?
- WHICH HEALTH CARE CHALLENGES DO VETERANS FACE IN YOUR COUNTRY?
- WHICH THREE RECOMMENDATIONS WOULD YOU LIKE TO SHARE WITH OTHERS IN ORDER TO STRENGTHEN THE PROVISION OF HEALTHCARE TO VETERANS?

QUESTIONS FOR BREAKOUT GROUP 3: IMPROVING THE SOCIETAL IMAGE OF VETERANS

- WHAT IS THE GENERAL PERCEPTION OF VETERANS IN YOUR COUNTRY? ARE THEY VIEWED IN POSITIVE TERMS, SUCH AS HEROES, VIEWED IN NEGATIVE TERMS, OR INDIFFERENTLY?
- WHAT ARE FACTORS THAT HAVE CONTRIBUTED TO SOCIETY'S PERCEPTION OF VETERANS (I.E. THE NATURE/OUTCOME OF THE ARMED CONFLICT, THE PREVALENCE OF VETERANS IN SOCIETY (I.E. VERY FEW), OR OTHER FACTORS?)
- HOW CAN SOCIETY'S PERCEPTION BE IMPROVED? DOES YOUR OFFICE PLAY ANY ROLE IN IMPROVING THE VETERANS' IMAGE IN SOCIETY? WHAT ARE SOME LESSONS LEARNED FROM COUNTRIES THAT HAVE POSITIVE IMAGES AND WHERE THE OMBUDS OFFICE PLAYS AN ACTIVE ROLE?
- WHICH THREE RECOMMENDATIONS WOULD YOU LIKE TO SHARE WITH OTHERS IN ORDER TO IMPROVE THE SOCIETAL IMAGE OF VETERANS?

QUESTIONS FOR BREAKOUT GROUP 4: COMPENSATION SCHEMES

- WHAT ARE THE MOST COMMON COMPLAINTS PERTAINING TO COMPENSATION SCHEMES?
- WHAT ARE RECOMMENDATIONS YOUR OFFICE HAS OFFERED TO STREAMLINE THE PROCESSES RELATED TO COMPENSATION SCHEMES AND TO MITIGATE FURTHER COMPLAINTS?
- WHICH THREE RECOMMENDATIONS WOULD YOU LIKE TO SHARE WITH OTHERS IN ORDER TO STRENGTHEN COMPENSATION SCHEMES FOR VETERANS?

QUESTIONS FOR BREAKOUT GROUP 5: "VETERANS STILL IN SERVICE"

- WHAT IS YOUR OFFICE'S APPROACH TO VETERANS STILL IN SERVICE, IF ANY?
- DOES YOUR OFFICE RECEIVE COMPLAINTS FROM VETERANS STILL IN SERVICE? IF YES, WHAT TYPE OF COMPLAINTS?
- HOW DO SERVICES/SUPPORT MECHANISMS DIFFER FOR VETERANS (THOSE THAT ARE NO LONGER EMPLOYED BY THE ARMED FORCES) AND FOR ARMED FORCES PERSONNEL THAT ARE STILL IN SERVICE BUT HAVE SERVED IN INTERNATIONAL MISSIONS?
- ARE THERE SPECIAL CONSIDERATIONS GIVEN TO PERSONNEL RETURNING FROM INTERNATIONAL MISSIONS?
- WHICH THREE RECOMMENDATIONS WOULD YOU LIKE TO SHARE WITH OTHERS IN ORDER TO STRENGTHEN SUPPORT FOR VETERANS STILL IN SERVICE?

SESSION 5: COOPERATION WITH OTHER OMBUDS INSTITUTIONS IN INTERNATIONAL MISSIONS: MALI CASE STUDY

MODERATED DISCUSSION

International missions require developing multinational joint command structures on an operational basis. Should they also develop multinational joint complaints handling structures? This moderated discussion will look at a unique case study of how the Dutch Inspector General, the Dutch National ombudsman and the Germany Parliamentary Commissioner coordinated a joint visit to inspect their personnel stationed as part of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA). The session will highlight the lessons of the joint visit, including the experiences of the ombuds institution of Mali as host-state, and will examine the potential for further cooperation in the future, and how the lessons could be applied to other instances.

CHAIR: BART HOITINK, INSPECTOR GENERAL OF THE ROYAL NETHERLANDS ARMED FORCES

SPEAKER 1: DICK C. VAN INGEN, COLONEL, COMMANDER AIR OPERATIONS CONTROL STATION NIEUW MILLIGEN (ROYAL NETHERLANDS AIR FORCE), FORMER COMMANDER OF THE DEPLOYED NETHERLANDS TROOPS, MINUSMA

SPEAKER 2: HANS-PETER BARTELS, GERMAN PARLIAMENTARY COMMISSIONER

SPEAKER 3: REINIER VAN ZUTPHEN, NATIONAL OMBUDSMAN OF THE NETHERLANDS

SPEAKER 4: NENE EDDÉDINE SISSOKO TRAORE, CHIEF OF STAFF, MEDIATOR OF THE REPUBLIC OF MALI

QUESTIONS FOR DISCUSSION:

- WHAT ARE THE MAIN PROBLEMS FACED BY TROOPS DEPLOYED IN MALI AND WHICH PROBLEMS ARE FACED BY CIVILIANS OF MALI IN DEALING WITH THOSE TROOPS? DID THESE PROBLEMS RESULT IN COMPLAINTS OF ARMED FORCES PERSONNEL LODGED AT YOUR OFFICE?
- WHAT ARE YOUR EXPERIENCES LESSONS LEARNED AS OMBUDSMAN OF TROOP CONTRIBUTING COUNTRIES IN THE CASE OF MALI?
- WHAT ARE THE EXPERIENCES AND LESSONS LEARNED AS OMBUDSMAN OF THE HOST STATE (TROOP RECEIVING STATE)?
- WHAT ARE SOME LESSONS LEARNED FROM THE JOINT VISIT AND COULD SUCH A JOINT VISIT BE REPLICATED ELSEWHERE?
- WHAT ARE SOME OBSTACLES TO DOING THE SAME THING ELSEWHERE?

KEYNOTE ADDRESS

CHAIR: HANS BORN, DCAF

SPEAKER: MARIE DESCHAMPS, HEAD OF INDEPENDENT REVIEW ON SEXUAL EXPLOITATION AND ABUSE BY INTERNATIONAL PEACEKEEPING FORCES IN THE CENTRAL AFRICAN REPUBLIC, FORMER PUISNE JUSTICE ON THE SUPREME COURT OF CANADA

SESSION 6: OVERCOMING CHALLENGES, LESSONS LEARNED AND THE WAY AHEAD

MODERATED DISCUSSION/ROUNDTABLE

This session will consolidate the challenges and lessons learned that were shared at the conference and explore the way ahead for ombuds institutions for the armed forces.

CHAIR: JOYCE SYLVESTER, VETERANS OMBUDSMAN OF THE NETHERLANDS

SPEAKER 1: SANGHWAN JEONG, STANDING COMMISSIONER, NATIONAL HUMAN RIGHTS COMMISSION OF KOREA

SPEAKER 2: KHUSNIDDIN NIDOEV, DEPUTY CHAIR OF THE DEPARTMENT ON CIVIL AND POLITICAL RIGHTS, OFFICE OF OMBUDSMAN OF TAJIKISTAN

SPEAKER 3: BOGDAN KRYKLYVENKO, HEAD, SECRETARIAT OF THE COMMISSIONER, OMBUDSMAN OF UKRAINE

SPEAKER 4: JOSE LUIS MARTIN GASCON, COMMISSION ON HUMAN RIGHTS OF THE PHILIPPINES

SPEAKER 5: SASA JANKOVIC, PROTECTOR OF CITIZENS, REPUBLIC OF SERBIA

SPEAKER 6: ROALD LINAKER, OMBUDSMAN FOR THE NORWEGIAN ARMED FORCES

QUESTIONS FOR DISCUSSION:

- TO WHAT EXTENT HAS 8ICOAF AND PREVIOUS ICOAFs CONTRIBUTED TO YOUR WORK AS OMBUDS INSTITUTION?
- WHAT ARE THREE POINTS THAT YOU WILL TAKE HOME FROM 8ICOAF?
- HOW CAN PROPER FOLLOW UP TO 8ICOAF BE ASSURED?
- WHAT IS THE WAY FORWARD FOR FUTURE ICOAFs?

CONFERENCE CONCLUSION

Before closing the conference, Nicola Williams, Service Complaints Ombudsman of the United Kingdom will announce the Ninth International Conference of Ombuds Institutions for the Armed Forces (9ICOAF) which will be hosted in the United Kingdom, October 2017. Afterwards, the new DCAF publication, “Social Media Guide for Ombuds Institutions for the Armed Forces”, will be introduced along with the “Ombuds Institutions for the Armed Forces in Francophone Countries of Sub-Saharan Africa”. Then, the conference statement will be briefly discussed and adopted by the participants. Finally, the conference will be officially concluded with closing remarks by the hosts.

CHAIR: REINIER VAN ZUTPHEN, NATIONAL OMBUDSMAN OF THE NETHERLANDS

ANNOUNCEMENT OF THE 9TH ICOAF

SPEAKER: NICOLA WILLIAMS, SERVICE COMPLAINTS OMBUDSMAN, UNITED KINGDOM

LAUNCH OF SOCIAL MEDIA GUIDE AND FRANCOPHONE SUB-SAHARAN AFRICA MAPPING STUDY

SPEAKER 1: JOYCE SYLVESTER, VETERANS OMBUDSMAN OF THE NETHERLANDS

SPEAKER 2: WILLIAM McDERMOTT, DCAF

ADOPTION OF THE CONFERENCE STATEMENT

MODERATOR: WILLIAM McDERMOTT, DCAF